

State Dept. declassification & release instructions on file

March 18, 1960

Memorandum to: U - Mr. Dillon

Through: S/S

From: S - William V. Elliott

Subject: Action Steps to Establish a Focal Point for Review and Control of Foreign Programs by the Department, Reference Memorandum of January 29 to Mr. Merchant,



I thought it would be useful in view of our conversation today to summarize a few points on which you could act by approving this memorandum if you saw fit to do so.

(1) Setting up by Executive Order in the Department (to include the provision of adequate staff centered on present operations of Mr. Terrill and Mr. Thayer) a Program Review Board for foreign operations to assure conformity with national foreign policy.

Chairman: The Under Secretary, Mr. Dillon

Membership: Under Secretary for Political Affairs, Mr. Merchant
Deputy Under Secretary for Administration, Mr. Henderson
Director of ICA, Mr. Riddleberger
Director of Cultural Coordinations Bureau, Mr. Thayer
Director, Bureau of Intelligence and Research, Mr. Cumming
Staff Director, to be appointed by Mr. Dillon

It is understood that a principal deputy could serve at need for any of the officials concerned and that a member of the Policy Planning Staff of the Department and other agencies like USIA, IES, or Commerce, Defense, Agriculture, HEW, etc. could be brought in where programs involving these offices or agencies were at issue.

(2) The function of this Board would be to ascertain whether policies of the United States were, in fact, being reflected by agency programs, established by the Department's policies in the operation of these programs abroad. This would have a special and main bearing on the ICA. It would also involve programs where the Department furnishes policies for IES, USIA, the Bureau of Cultural Coordination and other departments involved in foreign policy operational programs.

(3) The objectives

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(3) The objectives of this review of programs in terms of policy would be three:

(a) To consult the operating agencies before establishing a framework for programs in order to assure the adequacy of their means of implementation and the feasibility of the policies to be so tested.

(b) To review and correct existing emphasis or lack of emphasis on programs and establish a sufficient schedule of general priorities to assure the allocations of both funds and manpower in accordance with policy objectives.

(c) To follow through on programs, such as those presently being set up in Mr. Terrill's operations, through the establishment of procedures and clearances, with definite deadlines for processing the programs through to Board approval, and the establishment of a responsible corps of program control officers to report to the Board on the implementation of programs, in terms of phased directives.

(4) This Program Review Board should be closely integrated into the work of the Department in securing:

(a) Any necessary changes in national security policies to fit either lack of capabilities or the use of OGB and other mechanisms to insure added capabilities.

(b) As a guide for budget requests and Congressional presentations.

(c) Above all, to speed up the capabilities of the US to anticipate and prevent Sino-Soviet penetration and take-over, particularly in the underdeveloped countries, through the usual Communist combination of political strategy and subversive apparatus and economic or other forms of technical, military and training aid.

(5) The Department's leadership in the formation of national security policy and its implementation can most effectively be established if a thorough-going coordination and implementation of policies were accomplished by this form of program initiation, review and implementation, through follow-up.

(6) Since

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(6) Since the greatest weakness of the Department at the present time seems to be the lack of officers with experience in the kind of operational controls which are effective in seeing that the blocks and delays are overcome, some improvement on the enclosed sketch to Hoskins of assignment of a program follow-through could be attempted through training use of both senior and intermediate officers who are taking courses in the Foreign Service Institute, in Washington (Tab A). A greater use might also be made of the Inspector Corps. These sources might supply the necessary corps of "follow-through" officers to do a job that in the War Production Board, we called "bird-dogging". This job is not now, as far as I can determine, being done by the Department.

(7) A simple way to test the need for such an integration of policies in the Department for program control is to ask the following questions and get answers to them:

(a) What is the record of progress to date on implementing steps for the program recommendations which have been duly staffed out and approved for several important underdeveloped countries in Mr. Terrill's operations? Who is responsible for implementation? Are deadlines for reports established? Is a procedure for quick clearance by the regional assistant secretaries assured? Have they assigned definite implementation or follow-through responsibilities, with deadlines?

(b) What is the record to date of any increased training activities, especially in setting up new facilities abroad? Are provisions for the study and formulation of large-scale additional training programs in the underdeveloped countries, especially in Africa, coming from the Bureau of Cultural Coordination? Are action steps for this type of program review established, with procedures and a priority of attack and implementation?

See enclosed memorandum to Mr. Tayer (Tab B) on "Next Steps to Get Action in the Coordination of Programs for Training Abroad in the Educational Field".

(c) To what degree is the allocation of resources in ICA capable of being influenced by declarations of State Department policies in terms of allocations of resources, administrative support or other priorities of attention and emphasis in terms also of time phasing and expediting? Any new programs?

(d) Has

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(d) Has a practical mechanism been set up to make the potentially available local currencies generated through previous counter-part fund agreements or PL 480 systematically useful in extending resources prior to the new budget where first new authorizations of funds will not become established before late 1961 at the earliest?

(e) What method is established to determine where and for what the Department will seek supplementary dollar appropriations this year or next either through ICA or through other agencies?

(f) What systematic study has been made of the additional uses to which military assistance funds can be put for policy and other technical and professional training to support the stability and growth rate of these countries by other than through military training?

CC: S - Mr. Harter
M - Mr. Merchant
ICA - Mr. Riddisberger
S/P - Mr. Gerard Smith
CU - Mr. Thayer

Attachments:
Tabs A and B

S:NYElliott:GP

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